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ABSTRACT

The Shelter Care Competition, devised to help communities identify cost-effective shelter care facilities for juveniles, sought to generate new ideas for, and to apply environmental characteristics to, residential facilities. The designs were submitted by university students who incorporated the concept of adaptive re-use as a cost effective measure for providing comprehensive residential services while offering the community a wider selection of potentially viable sites. The shelter care environment was envisioned as a normal, home-like setting to include private counseling spaces, food preparation and eating areas, activity areas, sleeping areas, house-parent quarters, staff office, and storage and utility spaces. The projects chosen as finalists were selected on several criteria: (1) the completeness of the planning process; (2) the appropriateness of the site and structure; (3) the economic development cost; and (4) the projected utility of the spaces. (RC)

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ED199624

A National Student Competition on Adaptive Reuse

A Shelter Care Facility

PREPARED FOR
United States Department of Justice
Law Enforcement Assistance Administration
Office of Juvenile Justice and Delinquency Prevention

COMPETITION AWARD WINNERS

First Place	Second Place (Tie)	Second Place (Tie)
James A. Garland David M. Dugas	Richard Bast Lynn Bichler Scott Naylor Debbie Kolanowski	Richard E. Dakich James S. Davies Harold P. Baker Randall K. Nass
University of Southwestern Louisiana	*University of Wisconsin-Milwaukee*	*University of Wisconsin-Milwaukee*

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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Competition Coordinator

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Foreword

An important aspect of the Juvenile Justice and Delinquency Prevention Act is its emphasis on the involvement of young Americans in the resolution of problems indigenous to their own age group. The Act provides a significant role for this contribution through its directive that young people be included as members of State Advisory Groups. Its insistence on the involvement of young people is pervasive as is its mandate that the juvenile justice system be addressed from a posture of youth advocacy.

National Student Design Competition: A Shelter Care Facility provides an imaginative approach to the principal mandate of the Act -- deinstitutionalization of status and non-offenders. Over 100 students of architecture from 35 colleges and universities participated in this unique competition. The competition challenged these young people to develop a non-secure, community-based shelter care facility from an existing neighborhood structure, to replace the jails and lockups which were ironically, conceived by their professional colleagues generations earlier.

While the award-winning entries present the most practical and imaginative overall approaches to the problem, many other submissions provide important contributions in the critical areas of adaptive reuse, location, and community acceptance. Significantly, both members of the first place team were eighteen years old.

- Ira M. Schwartz
Administrator
Office of Juvenile Justice
and Delinquency Prevention

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Acknowledgements

The Shelter Care Competition was the result of a good deal of concerted effort. It could not have come about without the support and encouragement of the Office of Juvenile Justice and Delinquency Prevention. Our thanks also go to the schools of architecture which provided their students with help and direction in accomplishing their individual projects.

We wish to express our gratitude to the members of the competition jury for their time and effort: Norman Wirker, AIA, Chairman, AIA Committee on Architecture for Justice; David Gilman, Director, IJA-ABA Juvenile Standards Project; Bob Mecum, Director, Lighthouse Runaway Shelter; Carol Smelley, Director, Youth Homes, Inc. and Fred Powers, AIA, Powers Associates, Inc. Their insights and suggestions proved invaluable in determining the merit of the many design submissions.

We would also like to thank the Health, Education and Welfare Secretariat on the International Year of the Child for their support and continuing assistance in this project.

Johnny:

"I was having an argument with my folks. It got to be pretty noisy. Somebody called the cops. They asked my parents if they should take me to the station to talk to me. My parents said 'Okay.' "

The police took Johnny to the county jail instead of the police station. There was a one - inch mattress on a metal bed, no sheets. There was a toilet and a sink, but no toilet paper, no towels, no soap, no cup. "I asked for a cup so I could get a drink and they told me to use my hands."

As soon as the door to Johnny's cell was locked, "I laid down on the bed and stared at the ceiling. Do you ever wonder what it would be like to be an animal, to be all caged up? Then I started thinking I'd never get out. I wasn't sure what was going on. I felt lonely, wondering what I had done, how could this be happening to me?

"I never did get to sleep. A yellow bulb burned all night. The doors were clanging. I was thinking a lot. I was thinking of ways to get back at them. About midnight I really started to be afraid they weren't going to come to get me. All night I laid back with my arm over my eyes.

"I can barely think about that day. Those walls coming in on me, the ceiling like it was going down on top of me real slow. Inch by inch. And it was so wet in there; like I was sweating, and there wasn't any place for the sweat to go, so it just stayed there with me. Then it got hot, then it got cold. Holy God, it was the worst thing I ever Knew about.

"I can still see that room, man. They wouldn't put a sick dog in one of those and still they had no problems sticking me in there. I kept thinking, somewhere in here I'm going to find a body of some kid just like me who they stuck in there once and he never got out...."

Adapted from Children in Adult Jails, A Report by the Children's Defense Fund, December 1976

1 Introduction

Okay, let's admit the text about Johnny is not a story about a single individual. The story is derived from several grisly tales related by several different youngsters. And besides, not every kid is sent off to jail for having a fight with his folks or some other such conflict. But it happens. It happens enough to try the patience of reasonable citizens everywhere. It is especially maddening because it happens despite all the mounting evidence that treating a kid like a criminal only reinforces his proclivity towards criminal activity. Sure, some juveniles will be scared out of their pants, or skirts for that matter, but for too many others it only fosters a tough-guy image which then must be maintained. So, in a somewhat altered form, the question remains: Just what are we supposed to do with young people who come to the attention of courts but who just might avoid becoming first class lawbreakers if only the right thing could be done?

Everybody seems to have an answer to this question. Each jurisdiction throughout the country appears to have its own way of dealing with juvenile problems. And certainly many national organizations have a thing or two to say about these matters. There are proponents of releasing the child to see if he behaves, and there are those who honestly believe a bit of rough treatment will set a kid on the straight and narrow. And then one finds an increasingly large body of moderates who think there must be some sort of middle ground. And to complicate matters more thoroughly, each different type of offense can be evaluated against a graduated scale to see what must be done in each individual case. Is there no common ground from which to make equitable and fair decisions across the board?

We like to think there is. And it all depends on accepting the basic precept of juvenile justice, that of helping troubled youths to become responsible adults. From the very beginning, the juvenile court's intervention in the affairs of young people was based on the doctrine of parens patriaes, i.e., the courts accepted the role of parents where flesh and blood parents had seemingly failed. This fundamental operating concept has been much maligned in recent years, since the courts, in many cases, have overstepped the bounds of power conferred by this doctrine to excessively deprive juveniles of rights guaranteed to all adults. The philosophy of well intentioned parental concern and guidance just didn't jibe with prevailing practice.

Recent court decisions, federal legislation and emerging national standards have all attempted to

quantify just exactly what measures should be taken to ensure fair and adequate treatment of youths who come before the courts. Slowly, a proper course of action after which much court activity can be modeled is taking shape. More importantly, there seems to be a growing recognition on the part of all concerned parties that, if we expect some good to come out of juvenile justice systems, we must put some good into them, i.e., we must engage in activities which benefit the young people involved in the system. No longer can we simply expedite court procedures at the expense of youths who receive justice services. Even if this expanding movement toward helping young people, rather than pigeon-holing them, cannot be attributed to any inherent altruism, we must recognize a basically more selfish motive. If we help our problem youths, they are more likely to become an asset rather than a hindrance to our communities.

Still, confusion reigns. How can we best cope with youth and court related problems? It is a matter of degree. Some youths can be returned to their homes. Some cannot. For those who cannot be returned home, several alternatives are possible, but the options essentially are either secure or non-secure residential placement. Studies by numerous organizations indicate that the number of youths who can be adequately handled in a non-secure fashion far outweigh those youths who require secure treatment. In fact, recent legislation and its corresponding definitions have sought to respond to this precise issue by promoting the development of non-secure alternatives at the local level as part of a comprehensive plan for juvenile justice systems. Even so, serious obstacles impede the implementation of such schemes. These include indifference on the part of local jurisdictions, the lack of knowledge concerning which of the myriad alternatives is most appropriate in a given location, and finally, a general shortage of funds to initiate non-secure residential operations. Ah, yes, where does the money come from? These activities require facilities, don't they?

Perhaps the answer is ultimately bound to the issue of concern and guidance for young people who have come under the auspices of the courts. One of the more widely used formats for handling young people who do not require secure detention is the shelter care facility or some such variation on the theme. And shelter care should be exactly that: a place which provides shelter and which demonstrates that the individual is the object of concern, attention and thoughtful care.

Let's assume that a community experiences a need for such a program. More often than not, as soon as this need is realized, the first stumbling block appears. The fearsome ogre of building costs rears its ugly head and the project is squashed before it's even begun. The first step is always the hardest.

The Shelter Care Competition presented in this publication was devised in order to assist communities in taking that crucial first step. It was envisioned as an effort to stimulate cost effective designs which might bring the realization of shelter care projects within the reach of many communities. Beyond that, it was seen as an opportunity to generate new ideas in terms of preliminary planning for shelter care and to apply environmental characteristics for residen-

tial facilities currently being advanced by many nationally-based organizations, notably the Office of Juvenile Justice and Delinquency Prevention, the American Bar Association, the American Correctional Association, the National Association of Counties, the National Council of Juvenile Court Judges, the National Youth Work Alliance, and the National Advisory Committee on Criminal Justice Standards and Goals.

This competition had one other extremely valuable feature. It sought to encourage the involvement of young people in the attempt to solve problems related to the experience and sentiments of young people. It is too often true that, in our role as juvenile justice planners and workers, the very depth of our involvement obscures our ability to clearly envision appropriate and necessary solutions. It is sometimes helpful to have on hand a fresh viewpoint, a discussion of the issues gained from a totally different perspective.

The designs submitted for this competition came from university students who are perhaps not so far removed as most of us from the everyday experience of younger people. In their designs you will note that established preconceptions are not so entrenched in their way of thinking, though certain idealistic notions assuredly are. The designs exhibit a few rough edges more experienced hands may have been able to avoid. But this lack of polish is slight and is more than compensated for by the enthusiasm and ingenuity evident in the final spatial development.

Nearly all of the submissions evidenced much time and effort spent in investigating the programmatic and environmental needs of shelter care residents. Many went beyond these basic requirements to develop highly successful project materials. We hope that these projects will serve as a point of departure, a continuing resource of potentially availabe development to those individuals and agencies committed to providing the most effective services to the youth of their communities.

Our deep appreciation goes to all those who participated in this project.

2 The Purpose of Shelter Care

Every year, the juvenile courts in this country are called on to provide court services to thousands upon thousands of young people. In many of these instances it is necessary for the youth to be removed from his home pending a hearing by these courts. For delinquency referrals, i.e., those cases where a juvenile has committed a serious crime and presents a threat to the community, placement in a secure setting is often appropriate. For those children and adolescents who are brought before the courts for misdeameanors, status offenses such as truancy, incorrigibility or running away (none of which are crimes for adults), or because of parental neglect or abuse, the question often arises: What can we do with these kids?

Unfortunately, the courts often have available only two courses of action. They may either return the youth to his home or they may lock him up. Sadly, the only place capable of providing secure confinement before a formal hearing can take place often turns out to be the local adult jail or police lockup. In such cases, the youth more than likely is confronted by a hostile, perhaps inhumane, environment totally incapable of responding to his needs and personal crises. This practice has come under fire in recent years from many of those individuals vitally interested in the viability of the juvenile court system. Federal legislation and an increasing number of states support the complete removal of juveniles from jails and lockups. Community organizations, lawmakers and court personnel themselves have attempted to establish alternatives to secure confinement for those youths who can be handled more effectively otherwise. Small scale, community-based detention centers are seen as a major alternative for those youths who require secure holding prior to trial. But what about those youths who are alleged to have committed minor violations or who have committed no offense at all, yet cannot remain at home?

The answer to this problem takes many forms. Quite a few juveniles can be returned to their homes pending court appearance if no danger to the youth himself, the community or court jurisdiction is apparent. Continuing contact between the juvenile and court officers is all that may be necessary. In a number of other cases, a temporary foster home will provide an adequate solution. For the purposes of this competition, however, we will focus on a third alternative: the non-secure residential "shelter care facility" geared specifically toward providing care and supervision which many youths who have come to the attention of the courts require.

The Shelter care facility should be regarded as a non-institutional alternative. Its principle function is not punitive; it is, rather, a place where youths may receive shelter and attention on a short-term basis. Often, a juvenile may be placed in such a facility while difficulties at home or school which led to his placement are worked out through intervention by court staff. In such cases, the duration of the stay may be only a few days. If the problem which led to his referral is of a more serious nature, a longer stay, up to 30 days, may be necessary. In any event, the shelter care facility is intended to perform the role of a substitute home, providing the youth with a healthy and beneficial atmosphere where he need not fear for his well-being. Trained court staff will be available to intervene on his behalf, to provide counseling and related services, and to organize and participate in various activities.

3 Why Adaptive Re-Use?

Adaptive re-use is the subject of this competition primarily because it is seen as a cost effective measure of providing comprehensive non-secure residential services. New construction is often financially prohibitive, whereas reconstruction of an existing structure, while not inexpensive, may be accomplished for significantly less capital expenditure. This up-front money is often the greatest stumbling block to the implementation of non-secure residential facilities. While money is often available for operating expenses, it is commonly difficult to obtain for construction purposes.

Adaptive re-use, then, is one method by which a community or jurisdiction may be able to acquire an appropriate facility using resources, both financial and physical, available locally.

Another advantage of adaptive re-use is that it often offers the community involved a wider selection of potentially viable sites. In many instances, properties which would be ideally suited for shelter care purposes are situated in well-established areas where vacant land is unobtainable or is overly expensive. The participants in this competition were encouraged to inventory available community resources, determine an appropriate location for a shelter care facility based on proximity and access to those resources, and then investigate potential sites and structures within the existing community framework which can best utilize those resources, while maintaining a viable residential atmosphere within the shelter facility itself.

4 The Shelter Care Environment

Since shelter care is envisioned as a normal, home-like setting, the non-institutional aspect of such a facility is of paramount importance. It should not present an expectation of destructive or antipathetic behavior. It must be easily perceived and understood as a normal and healthy environment intended to benefit the youth. These measures serve a dual purpose. First, anxiety and trauma which young people often experience when removed from their home

will be lessened, hopefully minimizing the potential for disruptive behavior or "acting out." More importantly, this reduced tension should permit the youth to respond in a more constructive fashion to counseling and other forms of interaction with shelter care personnel, enabling staffing members to determine appropriate solutions to the juvenile's individual problems.

The fact that shelter care is meant to take place in a normative or home-like environment should not discourage competitors from investigating a number of different building types for potential adaptive use. The phrase "home-like" does not necessarily imply a single family house, although this is certainly possible. Many successful shelter care operations have been run in buildings ranging from abondoned storefront-type buildings to converted Y.M.C.A. wings. The important characteristics in each case have not been the specific physical characteristics, though these must come into play. Rather, it is a combination of features which serve to normalize the juvenile's perception of his surroundings. For example, if there is easy access between sleeping and living areas, if kitchen and eating areas are available for individual snacks, if residents are not forced into each other's company or compelled to stay in specific areas, if certain desired activities can be accomplished in a variety of spaces rather than rigidly defined areas, then the facility is more easily interpreted as normal. Casual interactions, variegated colors and textures, and the ability to rearrange furnishings all tend to promote environmental acceptability. Some connection with the outside, both visual and physical, also evokes a sense of normalcy.

For competition purposes, competitors were urged to consider these and other related environmental aspects. A comprehensive review of such issues is by far the most appropriate method for ensuring thoughtful, well-conceived design solutions.

5 Architectural Program

The nature of this project was such that no square footage requirements for individual spaces were given. Although a total figure of 2800 sq. ft. was expected to be sufficient for most shelter facility purposes, solutions ranged between 2400 and 3200 sq. ft. in order to accommodate different residential capacities and various building types. An upper limit of 3200 sq. ft. was included as a safeguard against the selection of overly spacious buildings which reduce staff supervision capability and efficiency. The square foot figures did not include space for mechanical equipment or any exterior development. Since various building types and configurations lend themselves to a wide range of potential spatial solutions, the competition participants were asked to interpret the following functional requirements in order to develop appropriate solutions.

The shelter care facility is to provide sleeping and living areas for between 8 and 12 youths between the ages of 10 and 16. Both males and females may be placed here. In addition there will be a need for private counseling spaces, food preparation and eating areas, and spaces

for various passive and more vigorous activities. Since the juvenile will be able to move outside the facility for educational and recreational pursuits during the day, special recreational and program areas will not be necessary. An apartment for live-in staff, along with permanent office or work space, will also be required.

sleeping areas

In the effort to achieve a normalized environment, bedrooms should be able to accommodate more than on youth, with some provision for private sleeping arrangements for those circumstances where sharing a room is not desirable. Under normal circumstances, no more than three youths should share a bedroom in that the bedroom may assume the aspect of a dormitory, a more institutional sort of arrangement. It is recognized, however, that unusual building conditions may call for atypical solutions, and the ingenuity of the design in providing perceptually smaller scale spaces will be considered in such cases.

Another problem which should be studied involves the accommodation of both male and female residents. Due to the short-term nature of the residential placement in shelter care, the male/female population mix is constantly changing. At time, more males than females will reside here, while at other times the situation will be reversed. Since normal sleeping arrangements are desired rather than individual sleeping cubicles, and since bedrooms must be reserved for either all male or all female occupants, some capability for rearranging room assignments will be necessary. For example, in a six person facility, three separate bedrooms of varying size can be arranged so that each room can accommodate one, two and three persons respectively. When maximum capacity has been reached, the residents can be shifted as follows:

Number of Residents	Bedroom A	B	C
6 males	3 males	2 males	1 male
5 males, 1 female	3 males	2 males	1 female
4 males, 2 females	3 males	2 females	1 male
3 males, 3 females	3 males	2 females	1 female
	3 females	2 males	1 male

Various room configurations will permit many different sleeping arrangement. Other ways of providing male/female separation are possible, and investigation of different approaches is encouraged. The object, in any case, is to avoid institutional stereotypes and perceptions. Some closet space or movable wardrobes will also be necessary in the sleeping areas. Two bathrooms should be accessible to the bedroom areas. The tub/shower and toilet area may be separate from the sink area to facilitate grooming.

living areas

The living areas may or may not be rooms assigned a particular purpose. As in the home environment, the youth should be able to accomplish a variety of daily living activities in various sorts of spaces. Bedrooms may be used for reading, writing or hobbies or as a means of simply obtaining some privacy. A common living area will be necessary for joint activities such as

television viewing, board games and general conversation and lounging. This sort of living area may be supplemented by a multi-purpose activities area to be used as the residents prefer for more active pastimes such as ping-pong, darts, etc. Some space should be large enough for group meetings, although such gatherings typically occur in spaces used for other purposes. A water closet should be located near the living area.

It is worth noting that activities frequently change according to the make-up of the residents at any given time and the attitudes of shelter care personnel, and room configurations which tend to "lock in" a particular type of activity may lead to decreasing spatial utility and program effectiveness. The actual room arrangement, e.g., a visually subdivided large space or several different rooms, is not the critical issue here. The ability to use available space to accomplish a number of different activities without disruptive interference between activities should be the primary goal.

dining

Some space will be required for group dining. The general organization of the spaces will determine the most suitable dining format. For example, the dining room may be used for various other activities when not being used for meals and thus may require greater square footage allotment. The use of tables which can be arranged in different ways could be a suitable way to serve other functions such as games or group meetings. Available space within the structure could then be utilized for other purposes. Another possibility is to plan a kitchen-dining area which serves relatively few other functions in order to establish a more residential type of atmosphere within the facility. A single dining table, in a smaller area rather than clusters of tables, may then be the most space efficient approach in that additional space for other areas can be planned.

The dining area itself should be able to accommodate the total number of potential residents plus three or four additional places for staff and/or visitors. In any case, it is suggested that dining occur separately from the general living space. Care must be exercised to avoid overly large dining areas and "gang" eating situations which are commonly found in more institutional settings.

The kitchen should be little more than that found in a typical residence. The amount of food being prepared suggests the need for generous counter space and good storage. For this reason a pantry and freezer (of the home use type) should be considered as well as enough room for standard appliances such as a range/oven, dishwasher and refrigerator. There should also be good access between the kitchen and general living areas so that house-parents preparing meals remain in contact with residents. As in the typical residence, there is likely to be a constant shuffle back and forth between the living and kitchen areas by the residents as well as the staff, and such movement is encouraged.

house-parents quarters

The facility should contain a small apartment for live-in house-parents. Usually a married couple,

the house-parents are trained as counselors. Besides providing supervision, the couple perform household and custodial chores in the manner of a typical family, often assisted by the juveniles in residence. Their meals are taken with the youth they are caring for, and all other activities are accomplished jointly in common areas.

A common arrangement is to provide this couple a small apartment of their own which usually includes a bedroom, bathroom and large walk-in closet, along with a small living area which may contain a desk and sitting area. While the space allocated is typically very small, it is intended to ensure at least a modicum of privacy and retreat from the ongoing tasks of supervision and interaction with the residents.

staff offices

Separate from the living quarters should be a small office in which the houseparents may conduct various shelter care related activities, such as private counseling, court paperwork and telephone contacts with parents and local agencies. An additional office is often necessary for court personnel who work in the shelter facility on a daily basis. These offices should resemble a den or study rather than a business suite, and should not interrupt the fabric of the home setting envisioned for the shelter facility.

storage and utility spaces

A laundry area consisting of a washer, dryer and workspace should be included. Additional storage space may be included in the design scheme and should not be included in total square foot computations.

Since a diverse range of building types may be considered for the implementation of a shelter care operaton, the actual spatial arrangements necessary to accomplish programmatic goals will be left to the discretion of the competition. The design portion of jury review will focus on the following areas of architectural concern:

1. The utility of the spatial plan, i.e., the ability to achieve various program and environmental goals in an efficient and unforced manner.

2. The adaptability of the plan to program demands which change according to the number and type of residents. It should be considered that the type of activities which may occur vary even during the course of the day as well as over longer periods.

3. The integration of the final solution into the framework presented by the building selected for adaptation and/or reconstruction. The appropriateness of the design will depend largely on the constraints presented by the existing structure.

staffing patterns

The staff for this proposed shelter care facility will consist of two live-in house-parents, who will be available at most times, along with visiting social workers and other court staff who

will work a day shift. One staff member will always be present. Their primary responsibilities will be to provide 24-hour supervision to the residents, to provide food, shelter and clothing, and to provide counseling, guidance and direction to encourage the youth's involvement in daily activities which may prove beneficial to the youth. They will also handle many official matters regarding the courts, family involvement, and problem-solving concerning difficulties which led to the youth's referral.

Restraint of the juvenile's activities is not meant to be the main concern of shelter home staff. They are, rather, practitioners of participation, involvement and motivation, to achieve mutually satisfactory goals as they attempt to develop solutions to the problems which resulted in the youth's removal from his home.

The following types of activities are usually directed by shelter care staff for residents.

1. Counseling -- Individual counseling may occur whenever the youth is available during the day or evening. Group counseling is generally accomplished after school or work hours. Shelter staff members are also involved on a continuing basis in many of the resident's activities which take place in the shelter facility.

2. Education or Work -- These activities usually occur during the day away from the shelter home, though some tutoring or job skills may be provided in the facility on an individual basis. Libraries serve as an excellent resource and residents are encouraged to use them.

3. Recreation -- Active recreation generally occurs at school or after school hours. Physical sports and other recreations may take place under the auspices of school or park departments in existing facilities. Nearby parks and gyms may also be utilized by shelter facility residents. Passive activities such as games, television viewing, studying and individual hobbies are intended to take place at the shelter home. Group activities, including field trips, entertainments and sporting events, are frequently arranged.

4. Family Involvement -- Meetings with parents, and between parents and juveniles, may occur at any time in the facility, though evenings and weekends are typically the busiest occasions. Private consultation with parents or guardians to work out problems related to the youth's home life are a major part of the counselor's activities.

6 Locational Considerations

The initial phase of the competition, that of selecting the site and structure, is as important as the rehabilitation design itself and will be judged accordingly. Even the most conscientiously designed facility, if not properly located, will be of little value to either the juvenile or the community and may possibly impair

the accomplishment of certain programmatic goals of shelter care. While final approval of a site is typically the client's responsibility, the architect can play an influential role in the selection process. Competition participants will be given the responsibility of selecting a site that, within its community context, provides the necessary services and lends itself to the integration of these services with the shelter care facility.

The following resources should be in close proximity or easily accessible to the shelter care facility;

- transportation
- job opportunities
- educational and vocational services
- social service organizations
- shops
- recreational facilities
- potential staff and volunteers

The physical and social characteristics of the neighborhood also play an important role in the site selection process. Any residential facility having the objectives and operational features envisioned for shelter care must be located in physically and socially stable neighborhoods. A transient population base will be unable to provide a stabilizing or community-oriented influence on shelter facility residents. Areas noted for high crime rates are hardly capable of promoting a constructive atmosphere. Facility residents will not be encouraged to attend local functions and activities if they must fear for their well-being at every turn. Indifferent or antagonistic attitudes on the part of neighborhood residents may result in the complete collapse of any service-providing component of the juvenile courts which is based on involvement in community activities at various levels. The benefits to the community which building rehabilitation is able to bring about will probably not occur if such rebuilding takes place in a void, an atmosphere of unconcern for the physical repair of the environment.

In short, shelter care will only have a chance if it is perceived as being of benefit by both the neighborhood and facility residents. It supposes good intention on the part of both and is influenced accordingly. Competition participants are asked to determine the viability of potential locations based on these and related observations.

7 Structure Selection

In selecting an appropriate structure for shelter care, it is important to consider the programmatic goals of the facility. These include assuming the role of a substitute home, unrestrictive in nature, and providing a healthy, beneficial environment. In accordance with these ends, the following factors should be taken into account when evaluating structures for their potential use as shelter care facilities:

size

As noted in the Architectural Program, 2800 sq. ft. should be sufficient for the proposed shelter home, with some variance depending on the number of residents and on building type. Three distinct types of development are possible. The first would be a single building devoted to shelter care and located near or adjacent to other similar structures. The second type would consist of the shelter facility's incorporation into some segment of a larger structure used for other related or even unrelated purposes. The use of, for example, one floor of an existing community center for shelter care would fall into this category. The final case would include the development of a shelter home as part of a larger complex of buildings. Two units of a townhouse complex or Planned Unit Development may be well-suited to shelter care, as would a portion of a neighborhood complex of structures devoted to community recreation, meetings, evening classes and other activities. If this larger sort of development is submitted for jury review, the shelter facility portion of the project will be the object of jury consideration, although the immediate proximity of useful services and activities will be considered favorably. In no case should the shelter facility be attached, or even closely associated with, existing secure residential facilities such as jails or detention centers.

While it is understood that shelter care may take place in a variety of building situations, it must be stressed that, above all, shelter care is essentially a residential function. This is the fundamental aspect of design with which the designers must be concerned.

existing building condition

While there are no limitations concerning the state-of-repair of structures selected for adaptation, budgetary constraints explained in the Costs section of this brochure may serve to disqualify structures requiring major structural changes or renovation. Some new construction, as in add-on space, will be acceptable provided combined costs for construction, renovation and building acquisition adhere to guidelines presented in the Costs section. The proposed reconstruction should also include any exterior work which may be necessary to provide a finished and environmentally sound appearance.

8 Costs

One of the purposes of this competition is to encourage the development of shelter care options which may be implemented with minimal capital expenditure. Non-secure or light construction is generally far less expensive than secure construction. Even so, construction monies are often difficult to obtain. In keeping with this purpose, those solutions, which, through ingenuity of spatial arrangement, material and furniture selection, or through limited reconstruction or purchase costs, do not require substantial outlay of funds will be most favorably considered. Since some building types will obviously require more extensive changes than others, it is necessary here to provide some guidelines concerning the total costs of imple-

menting a shelter care facility, including the property (land and building) acquisition as well as renovation costs.

Projects which demonstrate cost effective planning and design, i.e., those which show a significant return in usable space for a limited dollar investment, will be regarded highly. Since new residential light construction will generally run between $35-40 per square foot, a newly constructed 2800 sq. ft. facility would cost between $98,000 and $112,000. To this must be added land purchase costs. It is hoped that the total cost for developing a shelter care facility through adaptive re-use will be less than the costs of new construction. Land and building purchase costs may vary widely, both locally and nationally, so competitors are asked to consider the costs/benefits aspect of this project as they inventigate potential sites and structures.

It will be the responsibility of the competitors to balance the total monies spent for construction with the purchase costs of the property involved. More money can be allocated to reconstruction if building acquisition costs are minimal. Conversely, more costly structures may be available which would necessitate fewer reconstruction meaures or would at least facilitate the reconstruction process at less cost. Competition participants are asked to investigate both possibilities in order to determine the most efficient solutions.

9 The Projects

If this competition has demonstrated anything, it is that many different alternatives can be explored in the process of developing non-secure, residential settings. Each of the competition submissions utilized a somewhat different approach to analyzing neighborhoods and structures. In fact, any number of planning methodologies, as demonstrated in the various projects we received, may prove effective in pinpointing appropriate sites and buildings for implementing a shelter type of program. The building types themselves varied from typical residential housing to fire stations, motels, and historic structures.

In most cases, the planning process proved to be essential since the final implementation costs depended heavily on building selection/acquisition expenditures and on the subsequent cost of renovation. Almost all of the projects using adaptive re-use techniques, could be realized for substantially less than the cost of new construction. This was one of the critical items considered by the competition jury. During the course of the judging, a number of projects were eliminated simply because the final price tag was equal to or greater than that of a newly constructed facility. The projects selected as finalists by the jury were chosen for several reasons including:

A.) the completeness of the planning process
B.) the appropriateness of the site and structure
C.) the economic development costs, and
D.) the projected utility of the spaces.

Since each of the award winning projects, as well as numerous others demonstrated a high caliber of effort in these areas, the finalists were chosen based on a somewhat more far reaching and decisive criteria: the extent to which the spirit of shelter care was captured in the final design. Though many projects included thorough planning efforts which resulted in workable, even meritorious design solutions, the jury awarded the three prizes to those projects which expressed a high degree of sensitivity to the values and goals envisioned for shelter care, and which incorporated those essential characteristics which bespeak concern for the individual's well-being.

In no instance was a design considered a model for shelter care design. Each one had certain problems which would require further design investigation. Our object here, however, is to convey some of the more valuable aspects of shelter care design and development, especially environmental and planning ideas, which may lead

to successful shelter programming. You will notice in the following designs that there are no architectural monuments, no designs pacifying the whims of creative indulgence. Such is not necessary in satisfying the needs of youthful residents. Yet there is no dearth of imaginative concepts and innovative planning for the use of spaces which are essential to providing a suitable experience for young people. We hope the information presented here will serve as a catalyst for increased endeavor for the benefit of young people.

the projects

first award

James A. Garland
David M. Dugas

University of Southwestern Louisiana

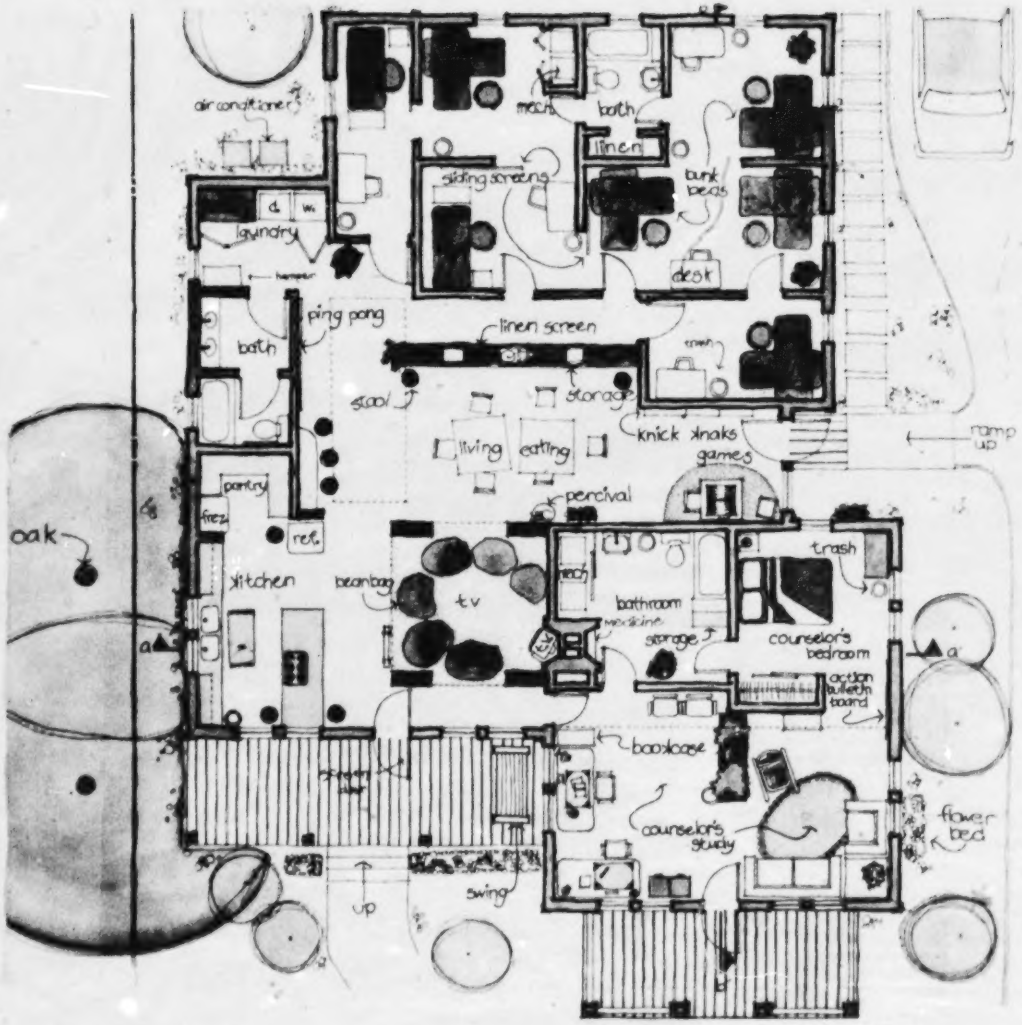
This project illustrates an innovative and cost efficient approach to shelter facility design. The proposed scheme calls for the relocation of two small houses to another site at which they are joined to create additional interior space. The buildings' purchase price and transportation costs were sufficiently low to permit extensive interior renovation which the jury considered "compact, well-organized and delightful."

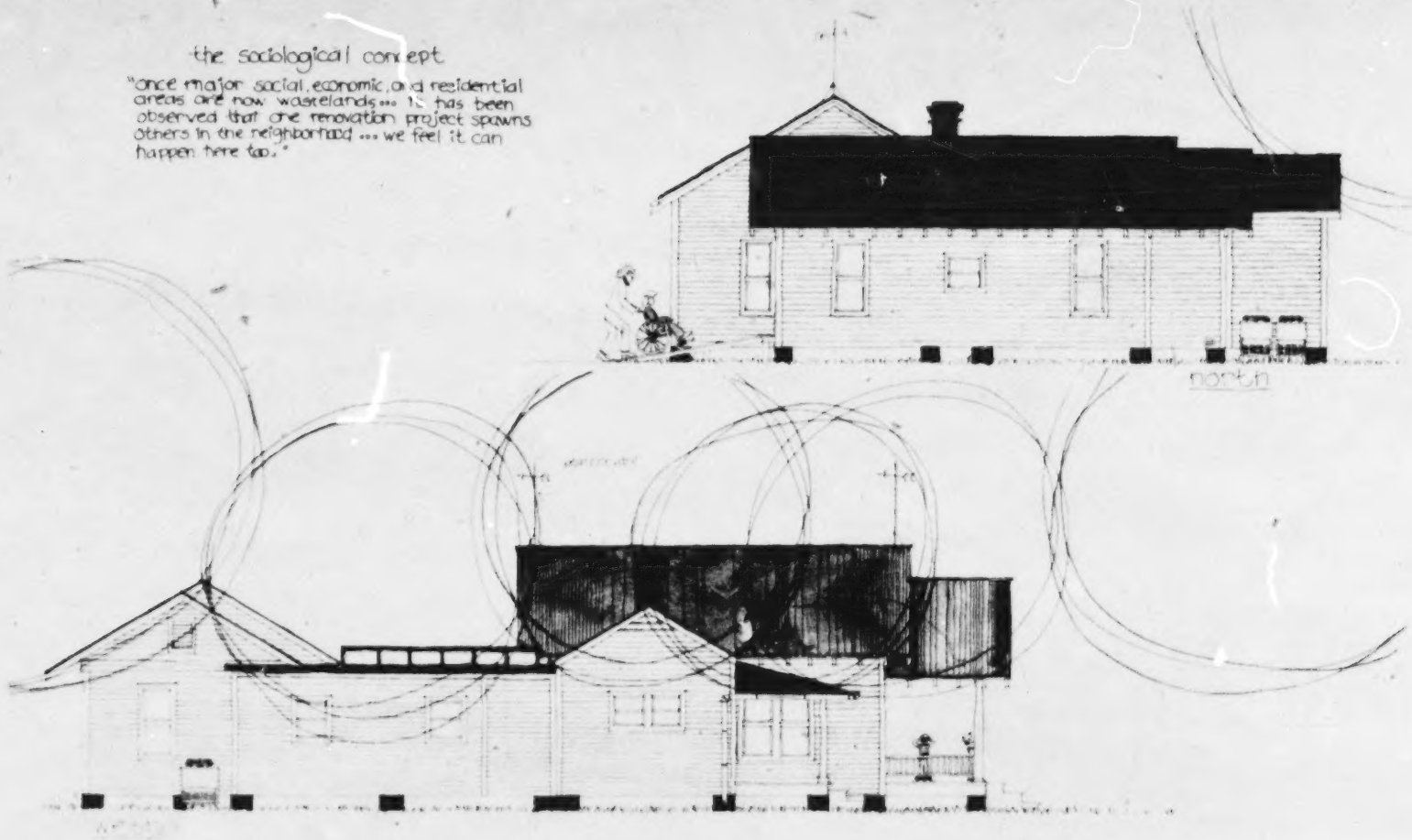
The decision to move existing structures to a new location is admittedly unusual but in many cases can prove to be economically feasible. In this instance it is a logical regional solution in that most homes in the region are constructed on short foundation columns above

ground to minimize flood hazards. Structures of this sort can be transported with minimal difficulty. Thus, if no single building suitable for shelter care is available, or if desirable locations contain no appropriate structures, then house-moving may prove to be a reasonable economic and design option.

The final plan incorporates a number of characteristics essential to the shelter care environment. Spaces are flexible in terms of their use, i.e., various activities can take place in a number of different ways and places. The relationship between living areas, bedrooms, the kitchen and house-parents apartment facilitates smooth functions and shelter programs even though the living spaces are loosely defined. More importantly, the proposed layout emphatically resembles that of a typical home. It does not resort to institutional devices to provide adequate bedroom and activities space. This was considered the most positive feature of the design.

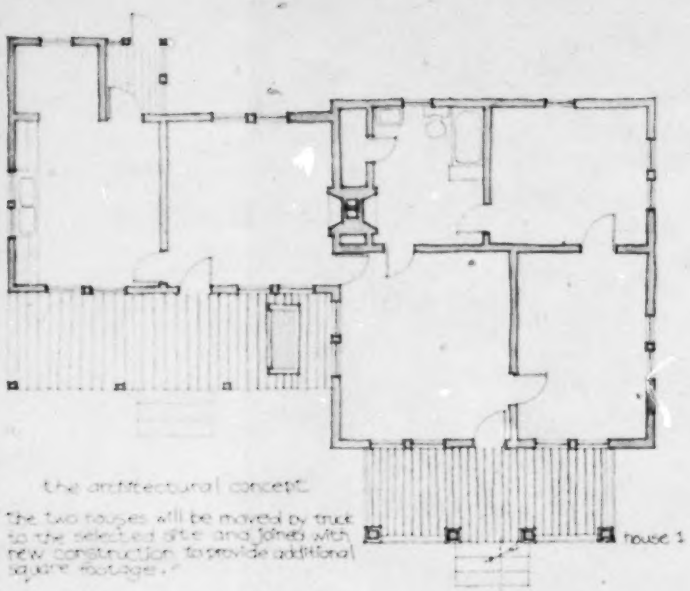
The jury noted several problems which might be easily resolved. Bedroom spaces were thought to be too tight, and a small reduction in capacity, from 12 to 8 or 10, was suggested. Each bedroom should also have an exterior view. The problems of bathroom access and boy/girl separation could be solved by using short corridors connecting bathrooms, bedrooms,




the sociological concept
"once major social, economic, and residential areas are now wastelands... it has been observed that one renovation project spawns others in the neighborhood ... we feel it can happen here too."
porch

and general activities areas. Minimal rearrangement of space would be necessary in any case. The generous space allotted to houseparents could also be reduced to provide increased and more versatile living space for residents.

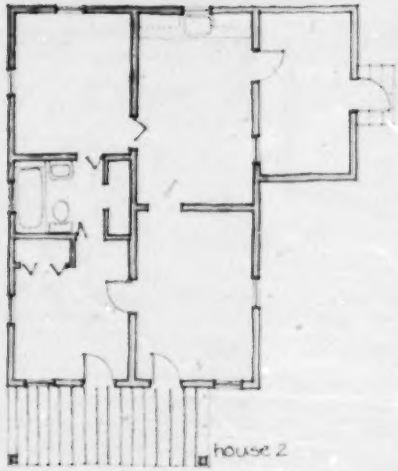
Their design was felt to be a sensitive response to the needs of young people and clearly indicated an attitude of concern for the individual residents. This thought was best expressed in the concluding comments of one juror: "If my children were ever in need of shelter care services, I would hope some setting such as this would be available to them."

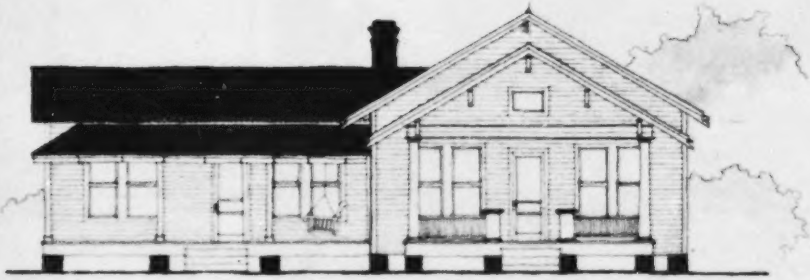


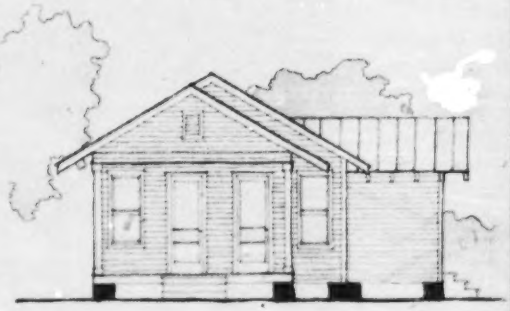
the architectural concept:

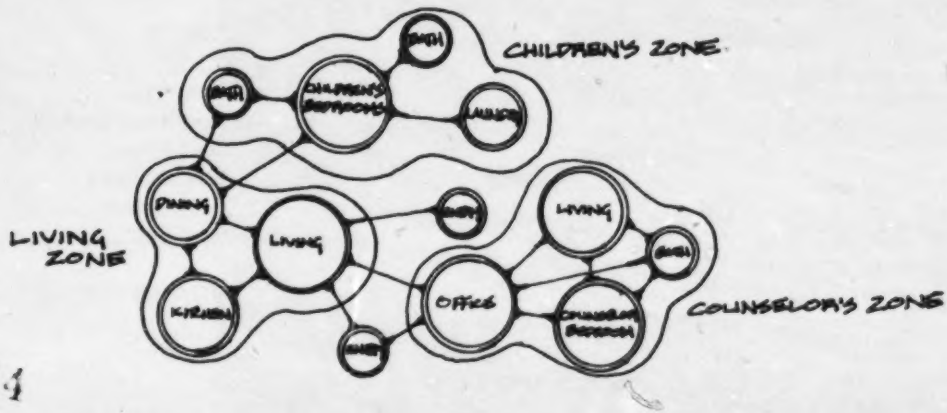
"The two houses will be moved by truck to the selected site and joined with new construction to provide additional square footage."

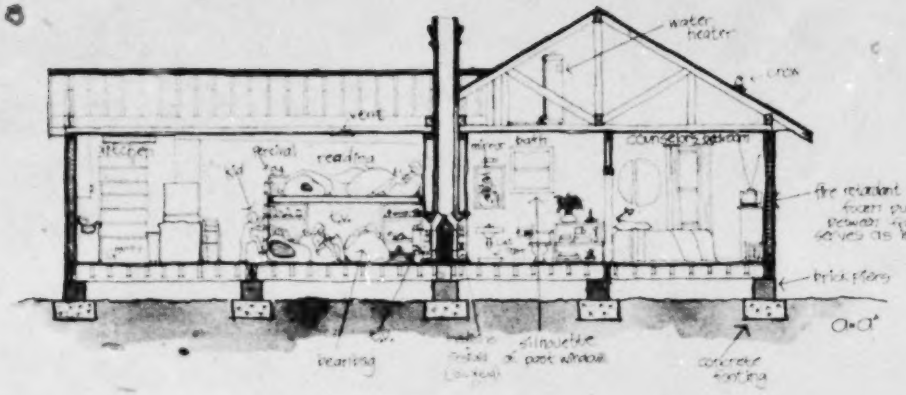
existing structures
scale 1/8"=1'-0"









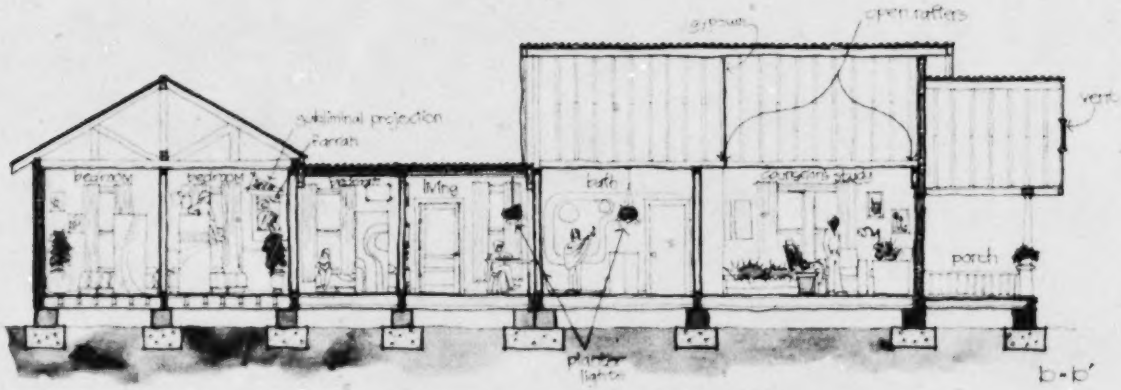


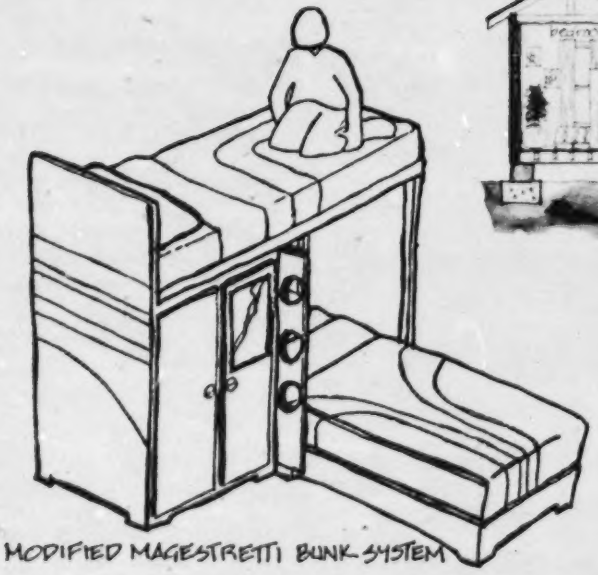
sections · scale ¼"-1'-0"

0 5

the psychological concept

"most important to these children is the sure knowledge that they are valued by society in general, and individuals in particular... a humanistic sense of scale and detailing reflects this kind of atmosphere."





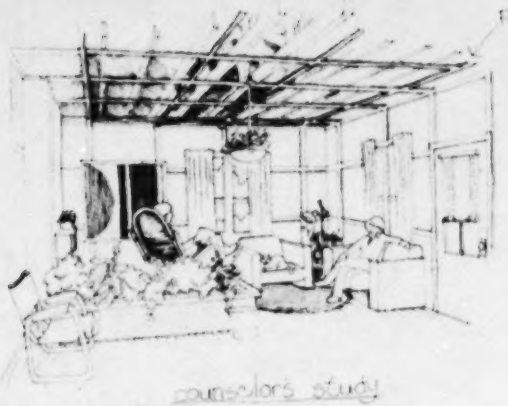
MODIFIED MAGESTRETTI BUNK-SYSTEM

COSTS

Property	**$10,000**
Building Purchase and Move	**$ 6,750**
Renovations	**$40,755**
Furnishings	**$ 7,810**
People & Cat	**Free**
GRAND TOTAL	**$65,315**

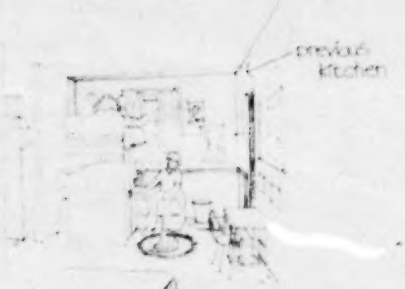
The adaptive re-use concept

In any adaptive re-use project, some forces in the structure are necessarily ... In our project we have created a planting device for these changes ... at several places where things are to be by ship painted in silhouettes.



counselors study

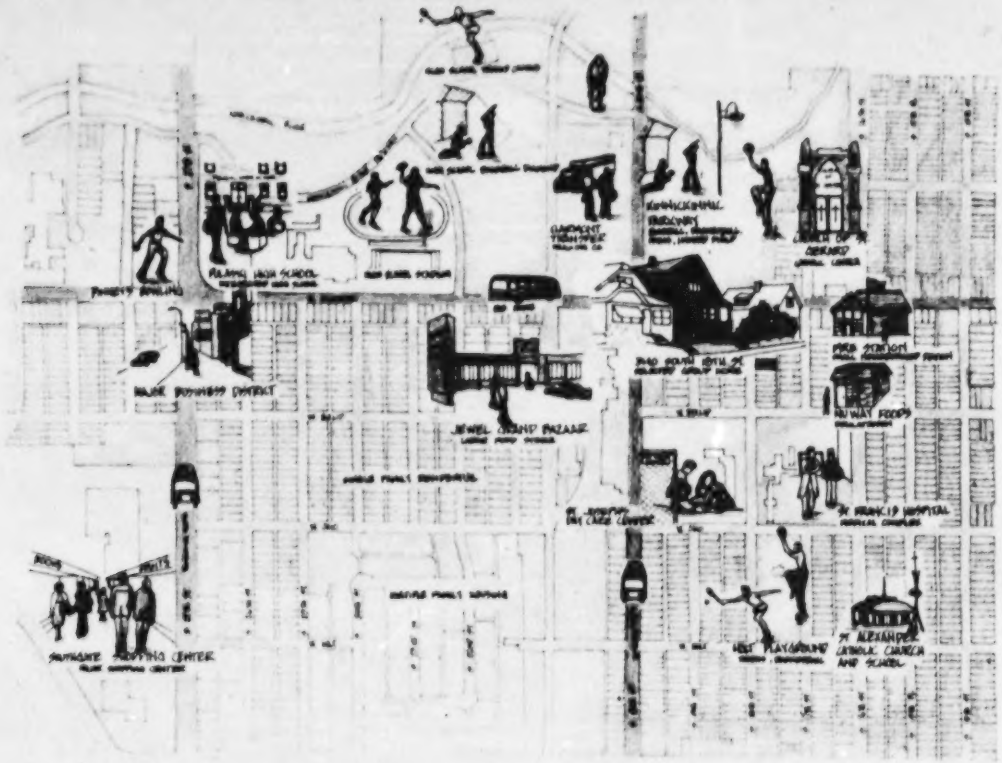
kitchen



bedroom

17 living area

18

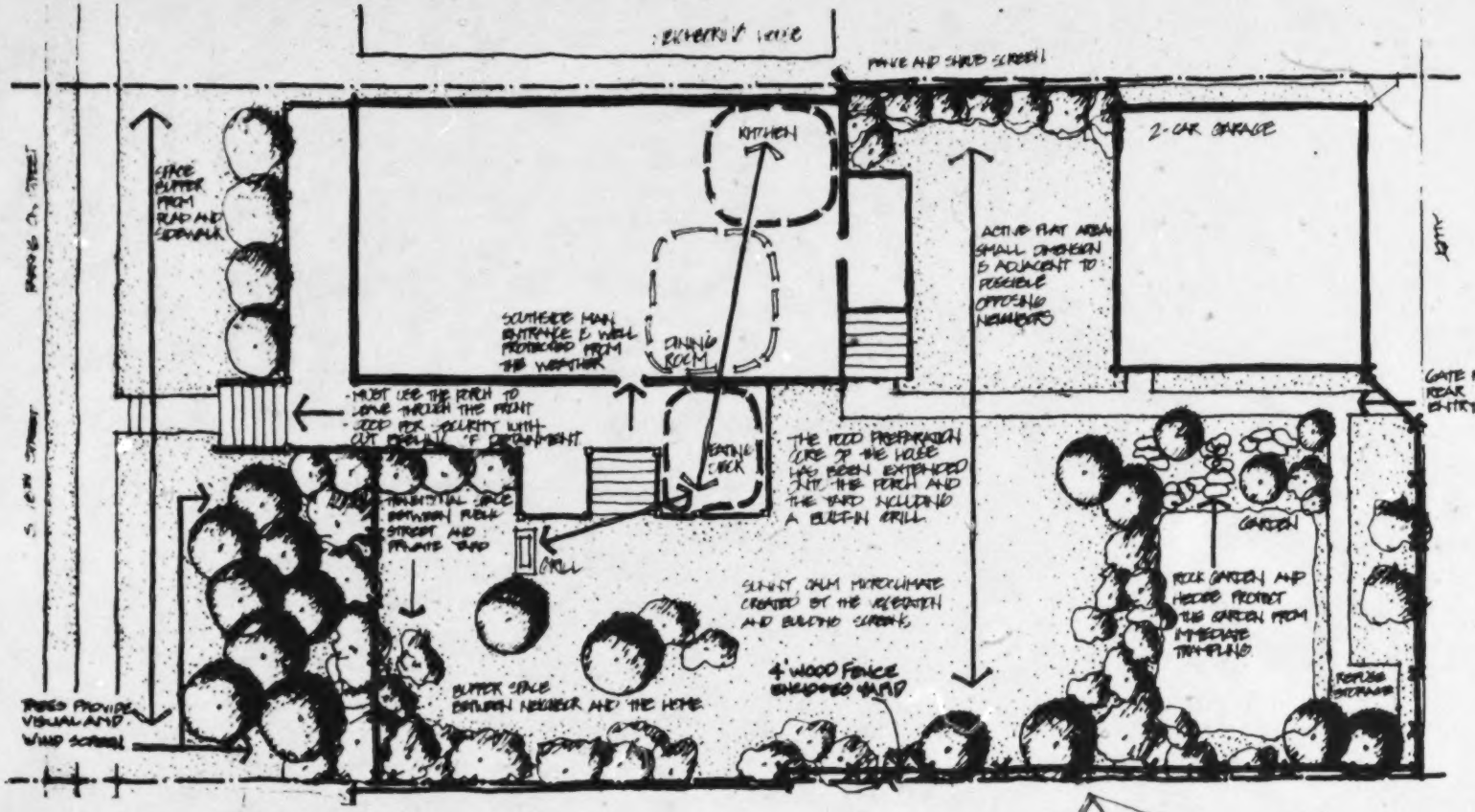


second award (TIE)

Richard Bast
Lynn Bichler
Scott Naylor
Debbie Kolanowski

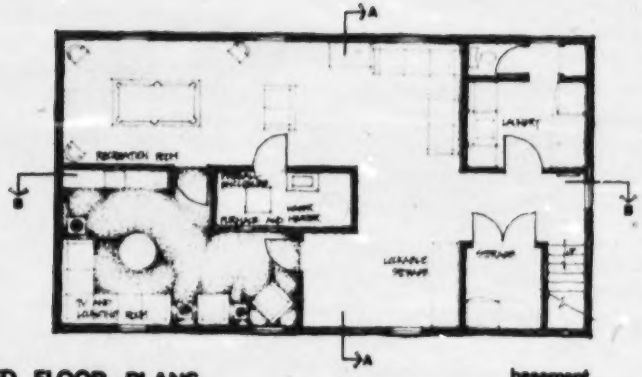
University of Wisconsin - Milwaukee

This shelter care proposal was developed as the final phase of a comprehensive planning effort which involved a thorough inventory of urban neighborhoods and community resources. This procedure was followed in order to evaluate the viability of the community structure in terms of shelter facility requirements and to locate potential building sites. These steps proved invaluable to the design phase in that very little reconstruction of the selected building was necessary. The renovation proposed by this scheme, however, would have a significant impact on the success of shelter programs and facility function.



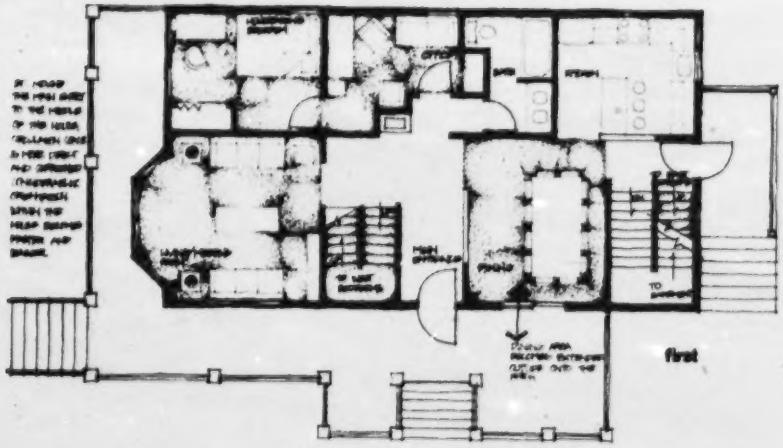
The project consists of renovating a house typical to many urban areas. It is notable, however, as a house which has been modified to provide admirable for the environmental and program needs of residents. The plans and attention to detail reflect a good understanding of shelter program necessities. For example, the planning process enabled the design team to identify a suitable residential structure with generous exterior space. These, combined with large deck areas added to the house, provide an increased opportunity for casual recreation, outdoor dining and other activities.

PROPOSED SITE

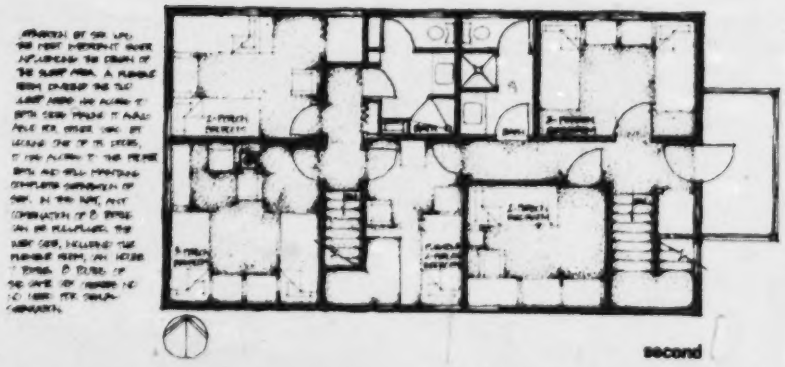


PROPOSED FLOOR PLANS

basement



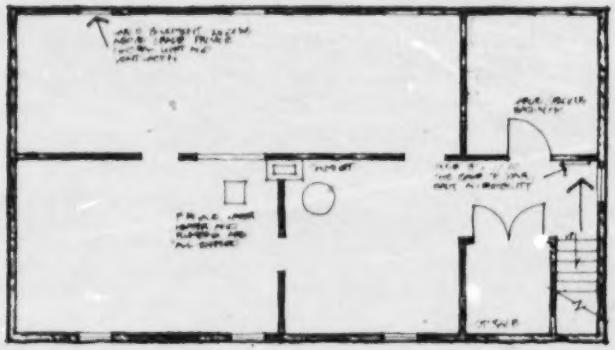
first



second

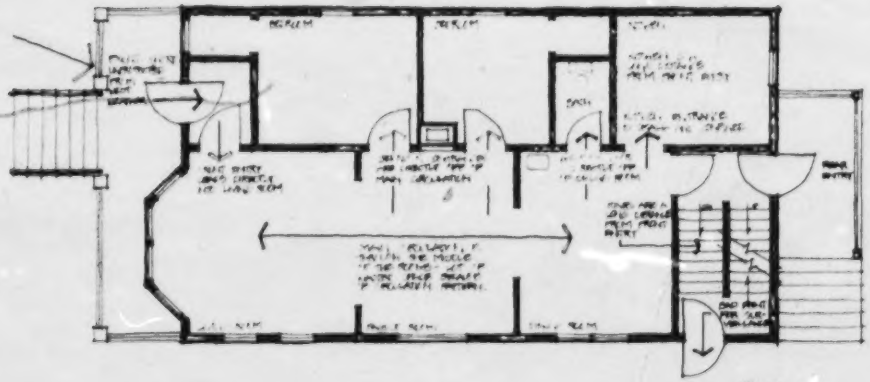
Circulation in and about the house involved rearranging the existing entry. The main door was moved from the front of the house to the side by adding a covered porch. This resulted in a central entry foyer around which various rooms could cluster. The addition of a second staircase simplified access to the second floor and allowed for male/female separation in the bedroom area and good fire egress. The house now seems less restrictive regarding the potential uses of space.

A feature much admired by the jury was the "swing" bedroom; the center bedroom which,

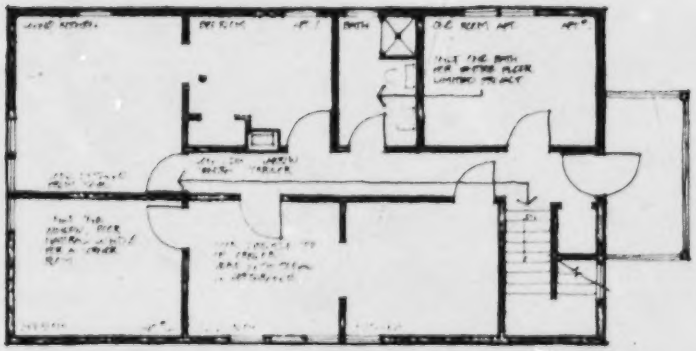


EXISTING FLOOR PLANS

basement



first



second

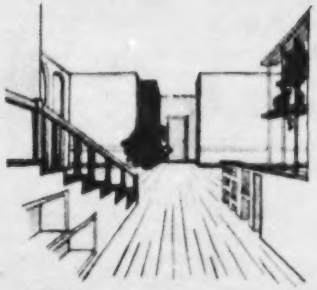
by locking one of two doors, may be used by either males or females. A private bathroom and stairs for both sexes was considered highly, and the swing bedroom has access to either side.

Active recreation and lounging areas are provided at the basement level. Their arrangement was considered excellent and windows permit adequate natural light and ventilation. This space should supplement quite well the living/dining space available at the entry level and allow for a greater range of activities.

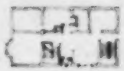
It is apparent from the plans that minimal reconstruction was necessary to achieve a very workable shelter care scheme. Preplanning and evaluation is the key. Projected acquisition, renovation and furnishings costs kept within reasonable limits (Approximately $85,000 total) and a high degree of spatial utility and environmental quality were obtained. Integration of the shelter care facility into the existing neighborhood should also be simplified, thus benefitting the residents and program functions. The jury felt this to be a "comfortable solution...a very thorough and thoughtful response to the needs of young people."

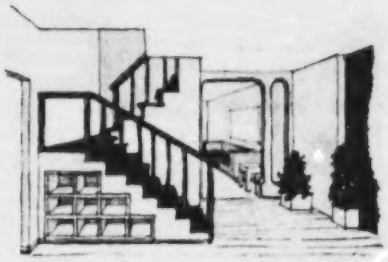
COSTS

Purchase Price	$50,900.00
Renovations	$23,824.61
Furnishings	$10,102.84
Landscaping	$ 660.00
GRAND TOTAL	**$85,487.45**

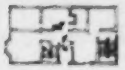


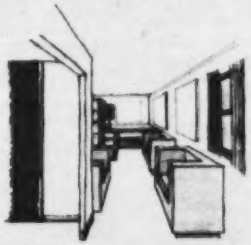
ENTRY



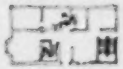


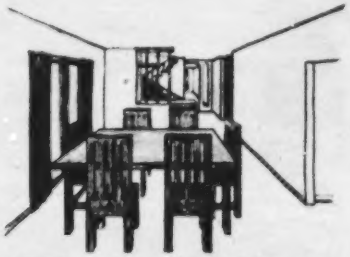
CIRCULATION



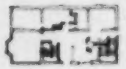


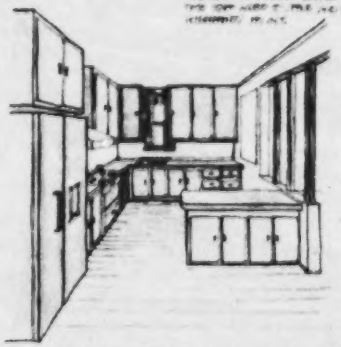
OFFICE



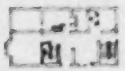


DINING

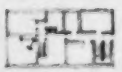


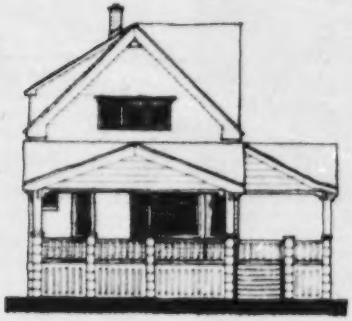


FOOD PREPARATION

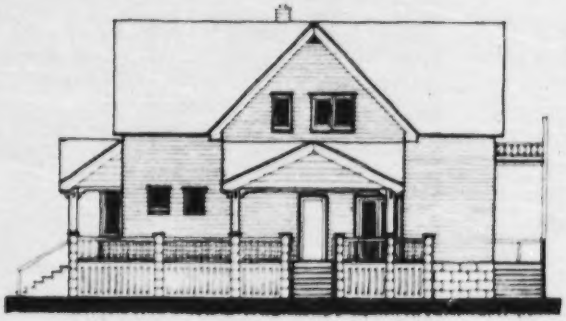


SLEEPING

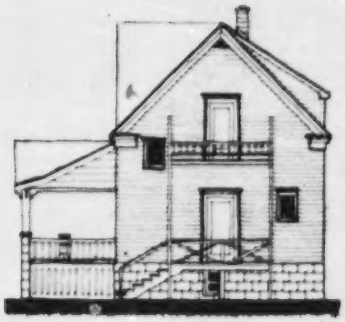




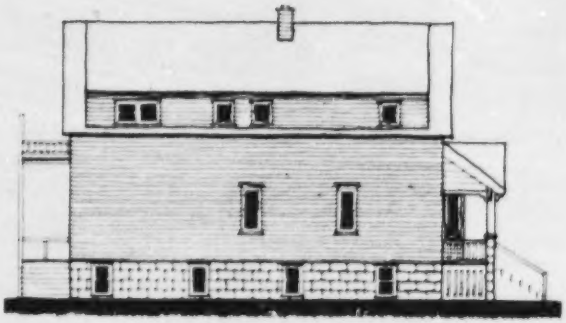
west



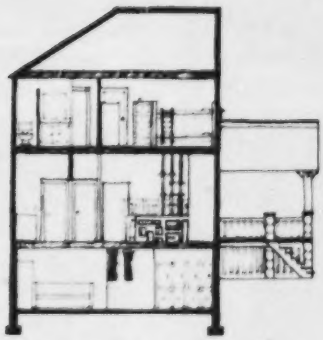
south



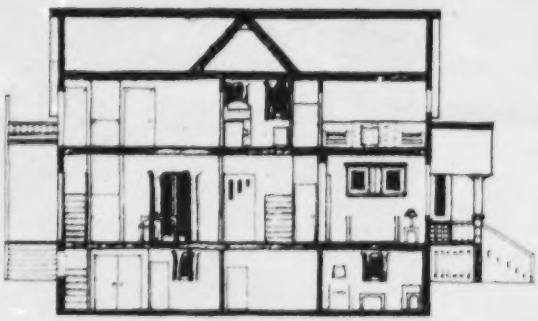
east



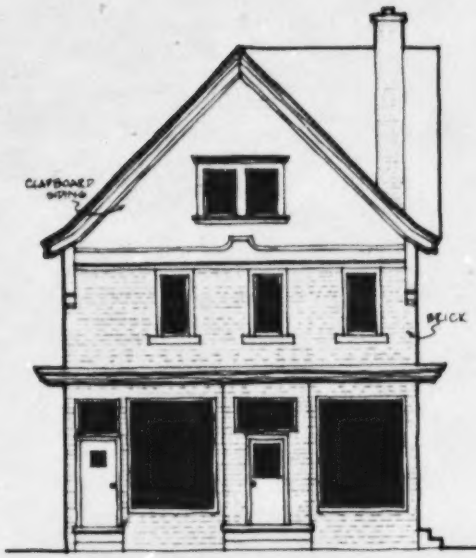
north



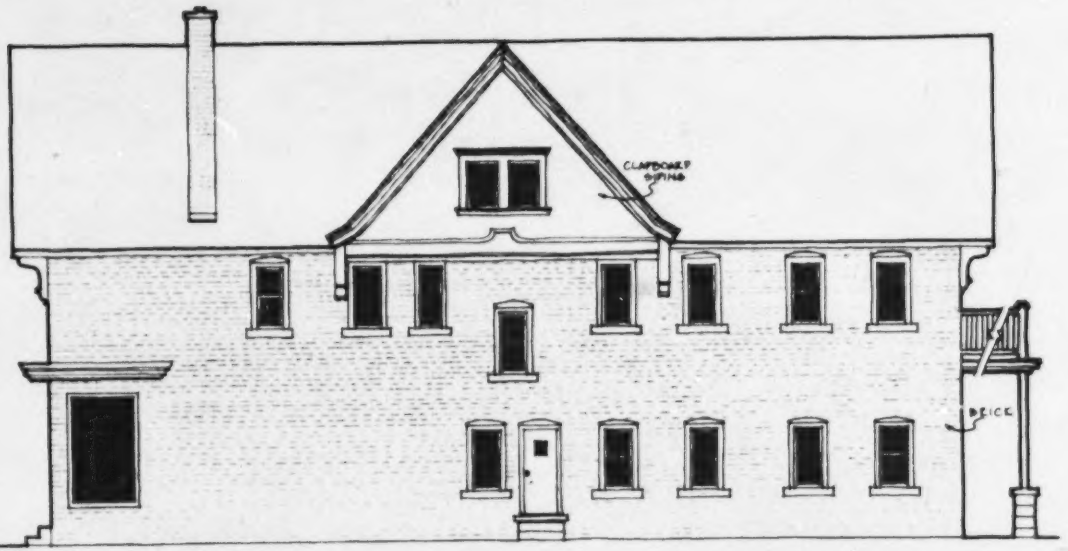
section A-A



section B-B



SOUTH



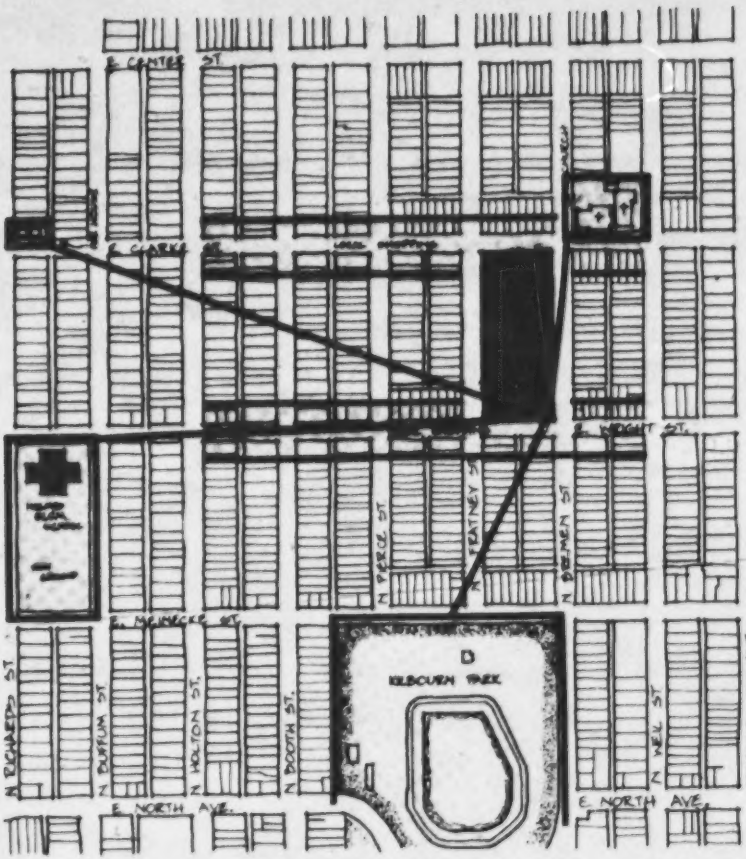
EAST

second award (TIE)

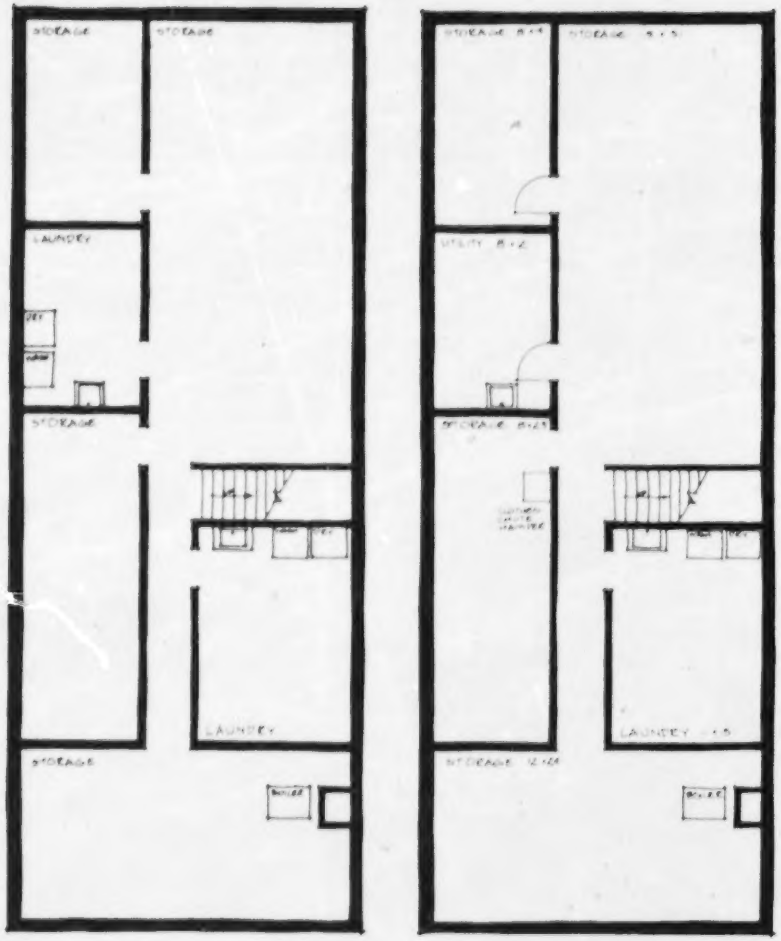
Richard E. Dakich
James S. Davies
Harold P. Baker
Randall K. Nass

University of Wisconsin - Milwaukee

The drawings above are the elevations of a corner grocery store with a living area above. It is the type of building which was common to many neighborhoods years ago. The rear of the structure served as the residence of the family who operated the store while the second level became two apartments. This project proposes to convert the building into a shelter care facility, making good use of the large retail space for a number of activities. The location of the building is well-adapted to shelter purposes in that schools and recreation are nearby while the actual site is in a mixed-use area composed predominantly of residential units with some small scale commercial activity in close proximity. Job opportunities and familiar surroundings should enhance shelter care functions.

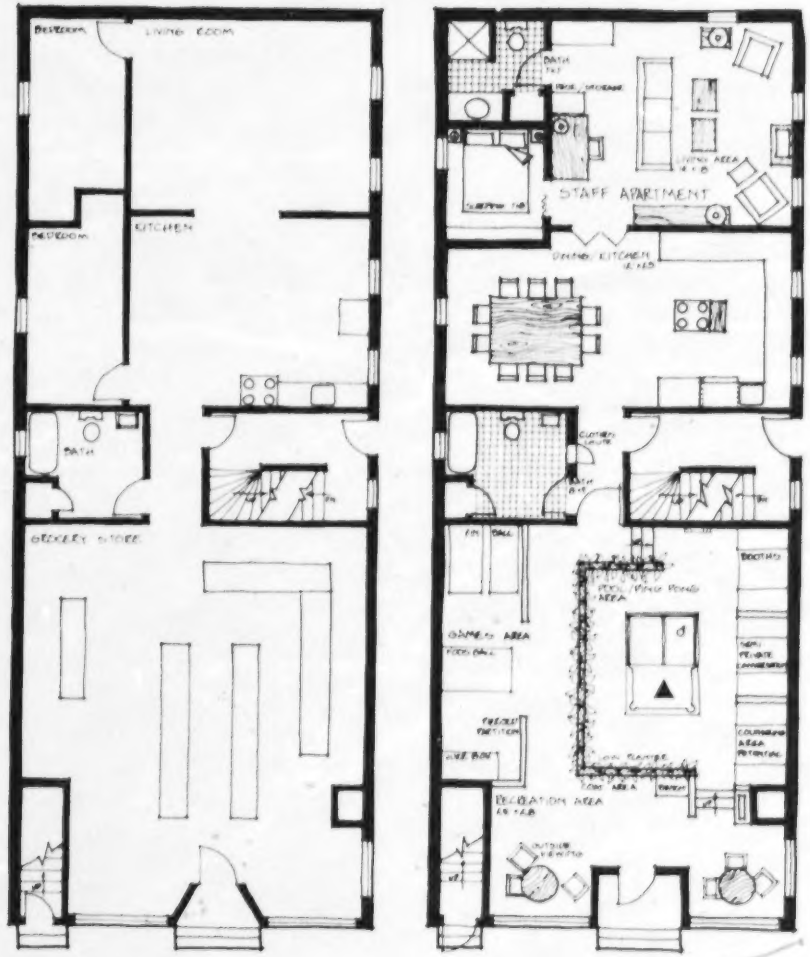


NEIGHBORHOOD LINKS



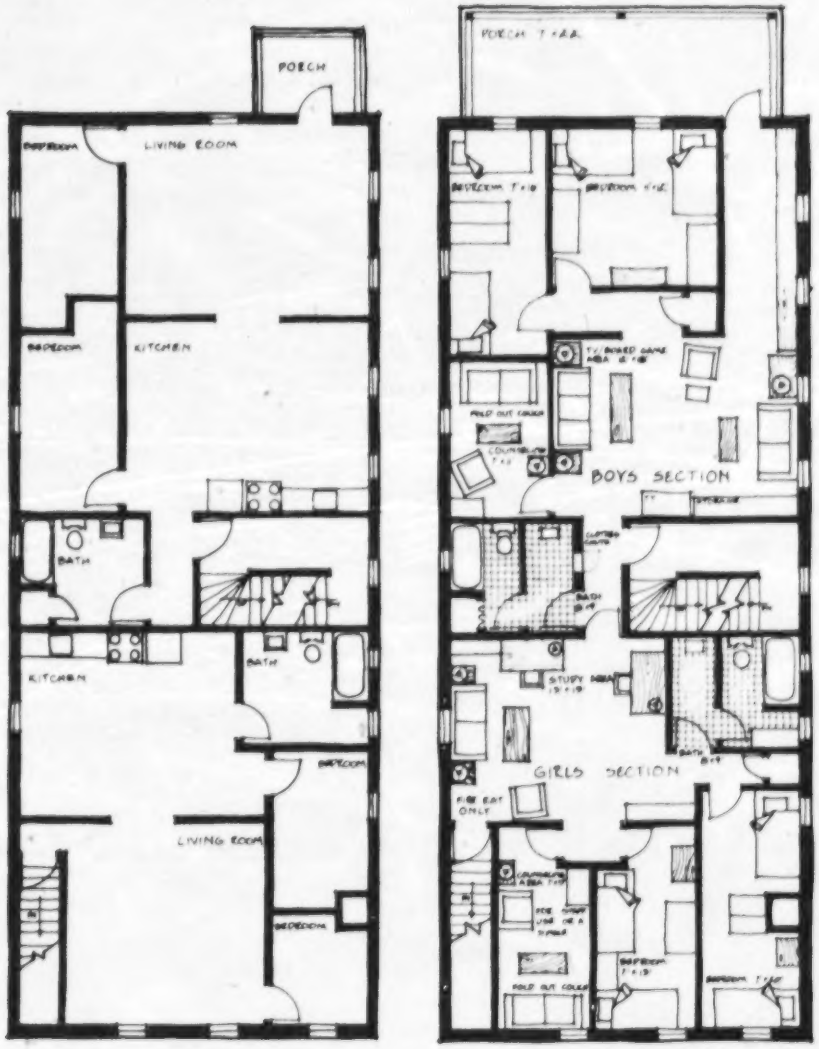
EXISTING PROPOSED

BASEMENT



EXISTING PROPOSED

FIRST FLOOR



EXISTING PROPOSED

SECOND FLOOR

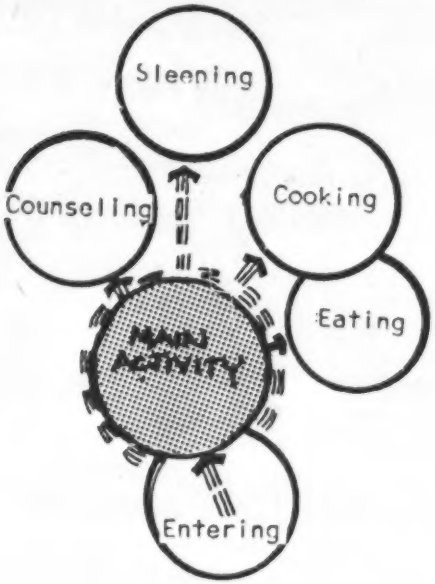
Again we find that the site and building selection process was essential to the design effort and potential success of the facility. A number of important points can be considered here. First, the ground floor remains almost intact. The retail space becomes a generous activities area which is designed to accommodate counseling and both passive and active recreations with little interuption. The former residence at this level connected to the retail space is slightly rearranged to provide a residential type kitchen/dining area as well as a small staff apartment.

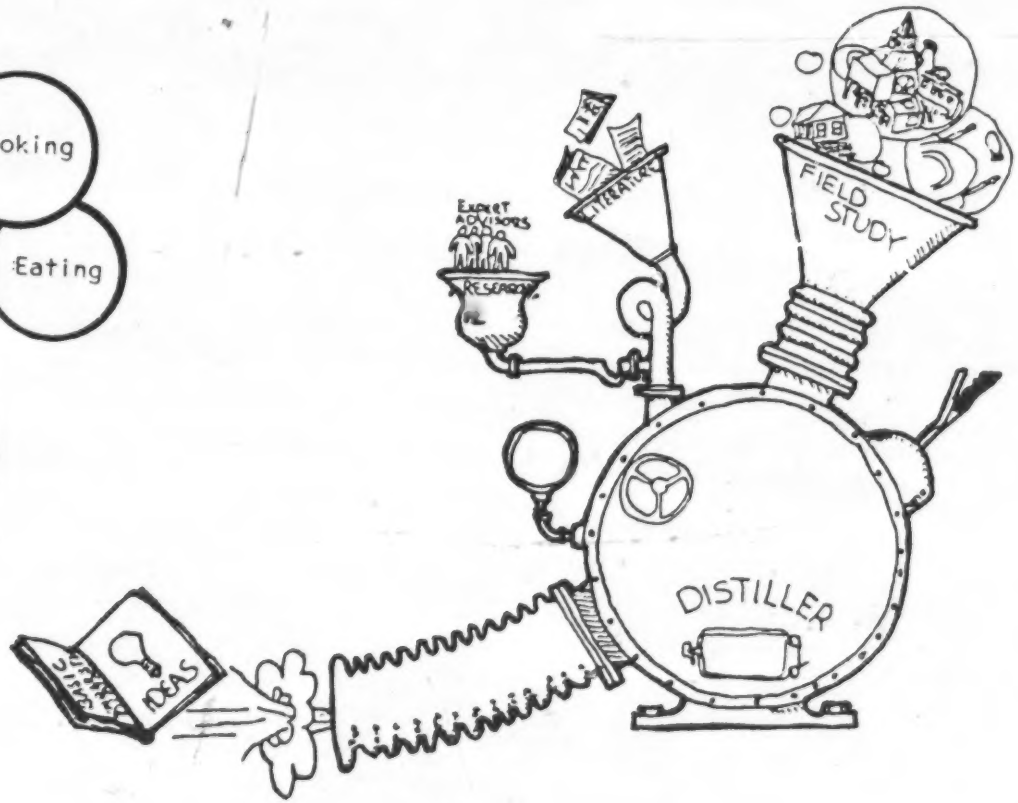
The second level was easily organized into boys and girls areas utilizing the existing apartments. A notable feature of this plan is the use of small independent living areas attached to both the boys and girls sides. This arrangement will permit casual lounging by either group away from the central activities space and without interference between groups. The jury felt this to be an extremely appropriate sort of development which increased the versatility of the general plan while providing adequate control of the separate groups at night. Separate stairways permit good emergency egress.

The jury appreciated the counseling rooms incorporated into this scheme which could be used as a spare bedroom during a crunch. However, the addition of these rooms considerably limited the room size of the remaining bedrooms. The flexibility of bedrooms in terms of boy/girl occupation is also somewhat limited. For these reasons some rearrangement of the existing space and bedroom capacities was felt to be in order.

A final point worth mentioning here is that the design utilizes only two floors though four were available. Jury members felt this to be a worthwhile concession to the requirements of supervision, especially in an urban setting. The basement is unsuitable for living activities, and enough room existed on the first and second floor levels to satisfy the requirements of shelter care. Several jurors expressed the notion that three levels becomes difficult to control unless the gathering areas are visually and/or acoustically connected.

This cost efficient design was considered to be a practical solution resulting from an excellent analysis effort. The living spaces could be used to full measure for everyday program and activity functions. And in the words of one juror, "I have a feeling kids would be very comfortable in this building."





COSTS

Property Value	$51,000
Renovations	$17,381
Furnishings	$12,960 (New)
GRAND TOTAL	**$81,331**

"I couldn't have finished it without federal matching funds."

10 Summary

It is interesting to observe the variety of spatial arrangements which evolve when the attempt is made to insert a very specific sort of activity, in this case shelter care, into very different building types. Even though each award winning design team started with the same base of information, separate structural forms were chosen for renovation: one story dwellings, a large, three level house, and a corner grocery store. We see in each instance that, regardless of the initial space configuration as defined by the existing structure, it is possible to develop spaces suitable to a successful shelter care program. We should be encouraged that such potential exists in community structures all around us.

Of particular note is the fact that, with a little care, investigation and planning at the start, we should be able to come up with buildings that are almost readymade for shelter care purposes. Of course some juggling of diagrams indicating preferred spatial relationships is inevitable, but these projects show that a bit of give and take can still result in very satisfying buildings. The First Award winner took two small houses and combined them in such a way as to create more usable area than existed previously. The final arrangement remains exceptionally homelike. The projects which received Second Awards reveal that different buildings yield different spaces. The single-family dwelling project rearranged circulation in the existing structure to achieve maximum spatial utility while making few other changes in the existing layout. The final product contains well-defined places for various functions. The grocery store proposal, on the other hand, takes the same ground rules used by the other contestants and shuffles them around in order to minimize reconstruction while creating an environment suitable to shelter care operations. The main activity area serves many functions, and the spaces are flexible. A different type of living pattern may result, but residential living can follow many variegated routes with equal success.

In the final analysis, it seems that innumerable buildings out there present immeasurable opportunities for renovation to suit our purposes. And even though some change in our original established notions may be necessary depending on the structures which are available in each case, these variations are perhaps more minor than we imagine. Lots of arrangements will fill the bill. It is necessary only that we recognize

that there is a bill to be paid, and that is the cost of young people lost to our communities and society. With shelter care designs such as these and the infinite variations which are possible, we may be able to fulfill our obligation to our communities and not at the expense of our younger citizens.

Suggested Readings

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